

NINE'S CULTURAL ACTION PLAN

Theme	#	Recommendation	Action	Status	Target Timeframe
	1	Issue a statement of acknowledgement	<ul style="list-style-type: none"> Statement of acknowledgement was issued to all employees and published externally by way of a press release which is on Nine's website Board issued apology to all past and present employees 	Complete	OCT24
	2	Share the findings and recommendations of this Review with employees	<ul style="list-style-type: none"> Intersection Report was shared in full with all employees Intersection Report was made available on Nine's public website and shared proactively with stakeholders 	Complete	OCT24
People & Culture	5	Review the resourcing and structure of People and Culture	<ul style="list-style-type: none"> Review the resourcing (including capability) requirements and operating model for P&C to ensure all locations are supported 	In progress	Target completion: JUN25
			<ul style="list-style-type: none"> Action required resourcing and operating model changes 		Target completion: JUN25
			<ul style="list-style-type: none"> Trauma-informed investigations training provided to all existing and incoming P&C team members who are involved in investigations or dealing with disclosures 		Initial training completed NOV24 and ongoing for all new P&C team members who participate or are involved in investigations and disclosures
	6	Invest in a Human Resources Information System and a system that captures performance and development, and training	<ul style="list-style-type: none"> Source a formal and centralised HRIS system provider 	In progress	Target completion: DEC24
			<ul style="list-style-type: none"> Select delivery partner and commence implementation of HRIS system across Nine 		Target commencement: MAR25
			<ul style="list-style-type: none"> Commence change management and communications program to support transition and awareness 		Target commencement: JUN25
	13	Establish a best practice process for recruitment	<ul style="list-style-type: none"> Continue to utilise best-practice recruitment process for external candidates 	In progress	Target completion: APR25

			<ul style="list-style-type: none"> Extend existing best-practice recruitment process to internal recruitment processes Deliver and roll out new recruitment policy and process for internal mobility including recruitment Continue to deliver recruitment training and hiring manager support Regularly communicate the availability of internal career opportunities 		
	19	Establish a network of contact officers	<ul style="list-style-type: none"> Review existing Thrive Ambassador Peer Support Program to ensure it is fit-for-purpose to be rolled out enterprise-wide Provide adequate training for Peer Support network Communicate and commence roll out of Peer Support network 	Not started	Target commencement: JUN26
	-	Improve Employee Assistance Provider service *Additional commitment	<ul style="list-style-type: none"> New Employee Wellbeing Platform, Sonder, to be rolled out to entire organisation Stan employees to transition to Sonder 	In progress	Leadership cohort complete: NOV24 Organisation-wide roll out to commence: JAN25
	3	Ensure the Group Leadership Team (GLT), as the senior leadership group of Nine Entertainment, is responsible and accountable for leading cultural change and establishing safe, respectful and inclusive workplaces across the organisation	<ul style="list-style-type: none"> Measurable shared leadership, culture and safety KPIs to monitor performance and progress. Assessment of performance (including determination of remuneration outcomes) linked to cultural transformation, leadership accountability and demonstration of values 	In progress	In place in FY25 and ongoing from FY26
			<ul style="list-style-type: none"> Enhanced leadership development and extended support and assessment to ensure GLT effectiveness 	In progress	In place and ongoing
			<ul style="list-style-type: none"> Holistic cultural transformation program, Respect Belongs Here (organisation wide), Inclusive Leadership and Strategic Leadership program (for senior leaders) 	In progress	Due to launch: MAR25
			<ul style="list-style-type: none"> Action any resourcing changes following Nine2028 Operating Model review 	In progress	Action as required
4	Ensure the senior leadership of all Divisions, prioritising the Broadcast Division, are responsible	<ul style="list-style-type: none"> Measurable shared leadership, culture and safety KPIs to monitor performance and progress 	In progress	From 1 July 2025 for FY26	
		<ul style="list-style-type: none"> Enhanced leadership development by way of Leader Essentials program 	Well progressed	Due for completion: FEB25	
Leadership					

		and accountable for leading cultural change and establishing safe, respectful and inclusive workplaces	<ul style="list-style-type: none"> Holistic cultural transformation program, Respect Belongs Here (organisation wide), Inclusive Leadership and Strategic Leadership program (for senior leaders) 	In progress	Due to launch: MAR25
			<ul style="list-style-type: none"> Action any resourcing changes following Nine2028 Operating Model review 	In progress	Action as required
	17	Review and update the Leading@Nine training to better equip people leaders	<ul style="list-style-type: none"> Continue rolling out Leader Essentials program to Nine leaders 	Well progressed	Due for completion: FEB25
			<ul style="list-style-type: none"> Continue to Partner with external provider to review and update Leading@Nine program as required 	Not started	Target commencement: JUL25
			<ul style="list-style-type: none"> Holistic cultural transformation program, Respect Belongs Here (organisation wide), Inclusive Leadership and Strategic Leadership program (for senior leaders) 	In progress	Due to launch: MAR25
	-	Leadership training to be developed and made available to leaders *Additional commitment	<ul style="list-style-type: none"> Leader Essentials program launched to 200 of Nine's leaders focused on themes from Intersection Report 	In progress	Completion due: FEB25
			<ul style="list-style-type: none"> Dedicated information sessions made available 1:1 coaching made available 		
Policy, Process & Governance	7	Continue to invest in an external complaints management system	<ul style="list-style-type: none"> Dedicated independent, external complaints management system established via YourCall hotline in June 2024 	Complete	JUN24
			<ul style="list-style-type: none"> Commitment to continue investing in YourCall to sit alongside Nine's internal and complaint management systems and processes and be made available for past and present employees 		OCT24
	8	Engage an independent external complaints investigator for complaints made in the next 12 months	<ul style="list-style-type: none"> Independent external complaints investigators will continue to be engaged by Nine as part of our investigations processes. This commitment will remain beyond the 12-month recommendation window. 	Complete	NOV24
			<ul style="list-style-type: none"> Ensure panel of investigators are fit-for-purpose and able to match the nature of the complaint and complainant 	In progress	Target completion date: DEC24
	9	Develop an independent, external	<ul style="list-style-type: none"> Independent, external complaints management system established via YourCall hotline 	Complete	JUN24

		process for complaints against Board members or senior leaders	<ul style="list-style-type: none"> Existing complaints matrix through YourCall escalated complaints against Board members or senior leaders through separate process 		JUL24
			<ul style="list-style-type: none"> Implement findings of independent verification and review (via PwC) of existing complaints process 	In progress	Target completion date: AUG25
	10	Review and update Code of Conduct	<ul style="list-style-type: none"> Conduct full review of existing Code of Conduct 	Not started	Review due for completion: APR25
			<ul style="list-style-type: none"> Update Code of Conduct 		Update due for completion: JUN25
			<ul style="list-style-type: none"> Develop mandatory training and acknowledgement for Nine workforce 		Mandatory training and communications program target for roll out: JUL25
			<ul style="list-style-type: none"> Deliver comprehensive communications plan to workforce regarding the updated Code of Conduct to ensure all team members understand the obligations and standards Nine sets for itself and its employees 		
	11	Update workplace behaviour related policies and procedures	<ul style="list-style-type: none"> Engage Nine Employee Community Groups to provide feedback 	In progress	Complete: NOV24
			<ul style="list-style-type: none"> Review and update policies, procedures and guidelines and ensure they continue to align with relevant legislation, regulatory requirements and contemporary practices fit for Nine. Work with external experts to ensure policies, procedures and guidelines meet the needs of multiple stakeholders. 		Update due for completion: JUN25
			<ul style="list-style-type: none"> Develop mandatory training and acknowledgement for Nine workforce 		Mandatory training and communications program target for roll out: JUL25
			<ul style="list-style-type: none"> Deliver comprehensive communications plan to workforce regarding the updated policy framework (including Code of Conduct and Workplace Behaviour Policies) to ensure all team members understand the obligations and standards Nine sets for itself and its employees 		
	12	Review and update the employee Performance and Development process	<ul style="list-style-type: none"> Review Grow@Nine performance and development framework, including link between performance and remuneration/incentives and mandate across the organisation 	Not started	Review due to commence: JAN25
			<ul style="list-style-type: none"> Action any design changes to Grow@Nine 	Not started	Completion due: JUN25

			<ul style="list-style-type: none"> Staged roll out of Grow@Nine organisation-wide 		Due to commence: From 1 July 2025 for FY26
14	Establish a transparent and objective process for allocating work, particularly within the Broadcast Division	<ul style="list-style-type: none"> Conduct series of workshops with Divisional leaders to review and establish process for allocating work Formalise and roll out process for allocating work to ensure adherence to compliance to relevant workplace regulations 	Not started		Target commencement: MAR25
16	Develop a Respect@Work Risk Management Matrix and supporting governance structure	<ul style="list-style-type: none"> Develop risk management matrix including mitigation and management strategies. Develop governance structure to allocate responsibility for the implementation and management of the risk management matrix, with appropriate Key Risk Indicators (KRIs) of the organisation's group risk position Update Board quarterly on progress and KRIs 	Not started		Target commencement: JAN25 Due for completion: AUG25
18	Review and update mandatory training on inappropriate workplace behaviours	<ul style="list-style-type: none"> Identify and engage partner to conduct an independent expert review of 9Learning training modules that relate to inappropriate workplace behaviours. Following the review, update any 9Learning content to ensure it aligns with best practice Expand existing partnership with Australian Psychological Services (APS) and apply learnings from review of Nine's psychosocial health and safety infrastructure Establish expectations around mandatory compliance training from all employees Provide people leaders with regular reporting of completion rates 	Not started		Target commencement date: JUL25
20	Report to employees annually on complaints and their outcomes	<ul style="list-style-type: none"> Code of Conduct Report currently shared with People and Remuneration Committee quarterly Refine complaints and Code of Conduct reporting process to Nine Board Deliver comprehensive communications plan to workforce to ensure understanding of our complaint process and consequence framework 	In progress		In place and ongoing Communications program target for roll out: JUL25

			<ul style="list-style-type: none"> Develop a plan to appropriately report data relating to complaints and outcomes to employees on an annual basis 		Commence tracking immediately for reporting of data to employees to commence in JUN 26)
	22	Conduct a further survey in the next 3 years	<ul style="list-style-type: none"> Progress and embed Nine's listening strategy (including approach to annual employee surveys). Include relevant questions to regularly review impact of Action Plan. Conduct progress 'pulse check' in July 2026 Communicate 'pulse check' progress in October 2026 Refine Action Plan based on outcomes Conduct organisation-wide progress survey in July 2027 Communicate survey progress in October 2027 	In progress	Target commencement: JUL26
	15	Commission an independent equity review of employment arrangements in the Broadcast Division	<ul style="list-style-type: none"> Identify and engage independent external partner to conduct review 	Not started	Target commencement: MAR25
			<ul style="list-style-type: none"> Review to be conducted against criteria of conditions, entitlements and remuneration of all employees in the Broadcast division 		
			<ul style="list-style-type: none"> Update and embed any changes 		
21	Develop a 5-year Diversity and Inclusion Strategy supported by action plans	<ul style="list-style-type: none"> Continue to deliver and enhance DEI at Nine through partnerships and Employee Network Groups (Nine Communities) 	In progress	Target completion: DEC25	
		<ul style="list-style-type: none"> Formalise 5-year DEI Strategy alongside DEI partners and Employee Network Groups 			
		<ul style="list-style-type: none"> Develop Action Plans to support DEI Strategy 			
		<ul style="list-style-type: none"> Continue development of Reconciliation Action Plan for endorsement 			Target endorsement: JUN25

Note: Target timeframes may adjust based on dependencies, project scope and requirements, and/or third-party resources and availability. The Board will be regularly informed of the progress of the delivery of the Action Plan through quarterly reporting including any risks to delivery.